

Missouri Department of Mental Health

Strategic Directions 2022-2027

July 2022



One Agency

Who We Are

The Missouri Department of Mental Health (DMH) manages, treats, and prevents intellectual and developmental disabilities, mental illness, and substance use disorder. DMH improves public understanding and inclusion of individuals with developmental disabilities, mental illness, and substance use disorder. These responsibilities are outlined in Section 37(a) of the Missouri Constitution.

The Governor appoints the seven-member Missouri Mental Health Commission, who serve as principle policy advisors for the department.

What We Do

DMH is the State's mental health authority. The Department sets policies and standards of care; oversees programs and services delivered by contracted community providers; and provides direct services to individuals. DMH direct services include assuring the health and safety of individuals, treatment and habilitation, community participation, and recovery supports.

The DMH system delivers essential supports to Missourians living with intellectual and developmental disabilities, mental illness, and substance use disorders including in-home services, community-based services, and in-patient services. These services are provided primarily through collaboration with local community providers. In addition, DMH operates 15 state habilitation centers and behavioral health hospitals.

Who We Serve

DMH impacts all Missourians and communities through education and prevention efforts. With a budget of nearly \$3 billion in state and federal funds, DMH supports approximately 170,000 Missourians each year. Individuals must meet financial and/or diagnostic criteria to be eligible for direct services.

One Agency

Mission Statement

Serving, empowering and supporting Missourians to live their best lives.

Vision Statement

Missourians are safe, valued and supported community members.

Core Values

Accountability

Collaboration

Empathy

Excellence

Inclusion

Innovation

Responsiveness

Transparency

Guiding Principles

Safety is central to a person's physical, mental and emotional well-being.
DMH fosters safe environments for individuals and staff by modeling and encouraging safe and healthy behaviors and practices.

Every person has value and should be respected.
DMH upholds personal dignity and allows for individual choice and control whenever safely possible.

Evidence-based practices are key to success.
DMH adopts evidence-based or emerging best practices across all programs.

Data and performance will drive decisions.
DMH collects, analyzes, shares and uses data to inform decisions, policies, programs and practices.

Who We Are



What We Do & Who We Serve

Division of Behavioral Health (DBH)

Services

- Evaluation and Intervention
- Treatment and Rehabilitation
- Department Operated Psychiatric Hospitals
- Recovery Supports
- Family and Youth Supports
- Prevention, Education and Mental Health Promotion

DBH programs provided by community providers:

- Justice Involved Treatment,
- Drug and Alcohol Use Prevention, and
- Housing Supports.

Individuals Served: 135,537

- Youth in need of acute and residential services
- Forensic inpatient and residential services to individuals committed by criminal or probate courts
- Individuals struggling with substance use disorder or mental illness

Division of Administrative Services & Director's Office

Responsibilities

Administrative Services

- Budgeting, accounting and monitoring of all DMH funds
- Administration of all DMH contracts
- Divisions program implementation, compliance, and revenue maximization

Director's Office

- Office of General Counsel
- Human Resources
- Disaster Services
- Public Affairs
- Governmental Affairs
- Investigations Unit
- Constituent Services
- Deaf Services

Division of Developmental Disabilities (DD)

Services

- Assure health and safety
- Provide access to community participation
- Offer the opportunity for meaningful employment

Programs

- Four Medicaid Home & Community Based Waivers (Comprehensive; MOCDD/Lopez; Community Support; and Partnership for Hope)
- Targeted Case Management
- Autism Project Services
- State Operated Habilitation Centers and Residential Community Support Services

Individuals Served: 40,895

- Individuals with intellectual/developmental disabilities
- Condition must have occurred prior to age 22 and be considered life long
- Condition must have serious impact on multiple areas of functioning



Eight Strategic Directions

DMH is committed to Missouri citizens having the knowledge, tools, and access to supports and services to overcome the challenges that accompany intellectual and developmental disabilities, mental illness, and substance use disorders. DMH is committed to providing those services equally and equitably statewide. Over the next five years, DMH intends to modernize aspects of Missouri's mental health system, enhance service delivery models, and improve the total health—physical, mental, and social well-being—of all Missourians.

DMH strategic directions and goals are designed to address existing challenges within Missouri's mental health system, leverage unique opportunities for system transformation, and expand care to meet growing demands for services and supports. With this updated mission and clear understanding of the state's mental health environment, DMH embraces the following eight strategic directions:

- Workforce
- Mental Well-being
- Technology
- Quality Outcomes
- Capacity and Infrastructure
- Children's Services and Supports
- Independence and Self-sufficiency
- Operational Excellence

Highlighted below are high level strategic goals and initiatives necessary to strengthen Missouri's mental health system.

Strategic Direction: Workforce

Missouri's mental health workforce crisis affects all provider agencies with high vacancies and turnover across all staffing levels from frontline direct support professionals to clinical employees. DMH initiatives to address workforce shortages range from enhancing and expanding staff development opportunities to optimizing personnel management practices. DMH plans to:

- Modernize and improve the recruitment and retention of DMH employees by:
 - Expanding/formalizing the DMH Tuition Reimbursement program;
 - Streamlining DMH hiring processes for faster hiring of new employees;
 - Increasing medical residencies within DMH facilities; and
 - Implementing flexible work opportunities as allowable within 24/7 facilities.
- Design and launch career paths for front-line staff within DMH, community providers, and across states.
- Develop and implement diversity and inclusion action plans.
- Design and implement value-based incentive rates for community providers based on staff tenure and training.
- Improve compensation packages for DMH staff including:

- Obtaining funding for targeted salary increases for specialized and high-demand positions; and
 - Advocating for salary differentials across the department.
- Create efficiencies using existing tools, systems and personnel within DMH management processes by:
 - Implementing mentor, coaching, and job shadowing initiatives;
 - Improving on-boarding of new hires; and
 - Identifying key personnel performance measures and reporting structures to inform departmental operational management.

Strategic Direction: Technology

Many DMH information technology systems are obsolete. DMH identified and prioritized initiatives to improve and modernize operations by upgrading existing technology systems and implementing new technology solutions to better support DMH staff and individuals. DMH will:

- Transition to an Electronic Health Record system within DMH facilities;
- Modernize the CIMOR legacy system for improved efficiency, better performance, increased interoperability, and accurate consumer data;
- Implement an electronic case management system within DD;
- Incorporate Data and Project Management tools into DMH facilities, programs and operational decision-making through the use of electronic data dashboards;
- Transition DMH to a comprehensive Learning Management System accessible to DMH staff, community providers, and the community healthcare workforce;
- Implement an electronic personnel timekeeping system reducing personnel management burden for staff;
- Modernize virtual meeting capacity within DMH settings; and
- Upgrade DMH payment systems.

Strategic Direction: Mental Health System Capacity and Infrastructure

Demand for mental health services and supports increased dramatically in recent years yet many Missourians struggle to access care. Lack of crisis services, system-wide, is creating additional strain on Missouri's health and judicial systems. DMH will increase overall capacity, including crisis services, and strengthen the existing infrastructure of Missouri's mental health system through:

- Expansion of DMH in-patient capacity to support individuals with both mental illness and developmental disabilities by:
 - Establishing additional in-person treatment and support capacity within DBH and DD facilities, including for individuals with co-occurring developmental disabilities and mental illness; and

- Implementing processes to optimize treatment and expedite restoration for individuals in the care of DMH.
- Expansion of supported living options within local communities including:
 - Establishing additional options for short-term, intensive residential habilitation services for individuals in crisis;
 - Developing options for immediate residential supports for individuals in need of respite, crisis services, and diversion housing supports;
 - Developing options and capacity for short-term residential treatment for individuals in crisis; and
 - Developing options for long-term mental illness residential treatment.
- Enhancement of Missouri's community mental health crisis response and treatment capacity through:
 - Strengthening existing and establish new Behavioral Health Crisis Centers for short-term, immediate access to crisis intervention;
 - Expanding telehealth partnerships and usage to maximize crisis intervention efforts and optimizing access to care for individuals experiencing a crisis;
 - Implementing the 988 Suicide Prevention Lifeline for mental health crises; and
 - Establishing capacity for mobile crisis response units.
- Implementation of value-based payment models for DMH services including:
 - Designing and implementing a Tiered Supports value-based payment structure;
 - Designing a Remote Supports value-based payment structure; and
 - Designing and implementing a Behavioral Health value-based payment structure.
- Increased use of telemedicine and telehealth services.

Strategic Direction: Independence and Self-Sufficiency

Missourians often struggle to access services and supports needed to care for themselves emotionally, physically, or financially. DMH will increase independence and self-sufficiency within Missouri's mental health system through efforts to:

- Restructure services to increase the availability of transportation services.
- Expand remote support options/access/usage:
 - Increase awareness and usage among community providers and individuals of existing remote supports; and
 - Add new and emerging remote support options within DMH programs.
- Design and launch a self-service consumer portal allowing individuals greater access to benefit records and service plans.
- Transition to a value-based payment model for employment support systems.
- Refine the self-directed service model for better outcomes and enhanced consumer choice.
- Expand and strengthen housing supports and service levels across the recovery continuum:
 - Coordinate with existing partners to plan and develop housing supports for developmentally disabled individuals; and

- Identify funding for the expansion of affordable and accessible housing.
- Continue imbedding positive behavior supports into service delivery systems.

Strategic Direction: Mental Well-being

Many factors influence a person's likelihood of developing a mental and/or substance use disorder such as socio-economic pressures, chronic stress, natural or man-made disasters, and experiences with physical or sexual violence. DMH will improve mental well-being in Missouri, helping people cope with life's stresses so they can be healthy, happy, and productive members of their communities. DMH plans to:

- Reduce the incidence of suicides through prevention efforts and enhanced crisis response, including integration of the Access Crisis Intervention with the new 988 crisis line.
- Reduce the impact of opioid addiction by expanding treatment and prevention activities including:
 - Increasing prevention activities through the State Opioid Response Grant;
 - Expanding partnerships between substance use disorder providers and Federally Qualified Health Centers to increase access to comprehensive health services; and
 - Reducing statewide overdose deaths, particularly in hard hit populations, utilizing trusted community organizations to directly connect individuals with substance use disorder resources.
- Expand integration of mental health screening and treatment into primary care by:
 - Expanding the pediatric mental health care access program; and
 - Integrating substance use treatment into the healthcare home model.
- Increase the number of qualified recovery support services providers.

Strategic Direction: Children's Service and Support Strategy

Challenges facing young people are extraordinary and often beyond their control. The impact of these challenges to mental health can be devastating. DMH will revamp Missouri's children and adult mental health systems to provide appropriate levels of care, support, and education regardless of age through efforts to:

- Increase and enhance DMH internal collaboration between behavioral health and developmental disabilities.
- Assess available children's services offered through DMH providers and other child serving state agencies to optimize services and access.
- Collaborate with Missouri's Office of Childhood to establish regional service hubs.
- Strengthen and expanding access to community-based youth mental health services by advancing existing youth specific teams and programs within Behavioral Health Centers and expanding into additional centers.

- Provide resources and technical assistance to develop and expand school-based mental health supports and age appropriate curriculum by:
 - Ensuring Mental Health First Aid training for school personnel is available to all Missouri school districts; and
 - Expanding Teen Mental Health First Aid to additional Missouri school districts.
- Expand/Establish Youth Behavioral Health Liaisons in Missouri communities.
- Intensify collaboration efforts of DMH and the Missouri Department of Social Services to support the mental health needs of youth.
- Expand Cognitive Behavior Therapy (CBT) programs for adolescents and establish CBT programs for children.

Strategic Direction: Quality Outcomes

With unprecedented demand for mental health services, maximizing resources while achieving the best outcomes for people will be crucial to the success of Missouri's mental health system. DMH will promote quality outcomes for individuals in its care and in the community through policy, best practices, and compliance. DMH plans to:

- Develop and implement strategies to address clinical best practices for aging developmentally disabled individuals and their caregivers.
- Implement quality incentive payments for Certified Community Behavioral Health Organizations.
- Transition DMH to value-based payment models for programs and services.
- Improve quality of care in DMH facilities by focusing on best practices and strict adherence to safety and treatment protocols including:
 - Optimizing medication treatment based on individual patient needs; and
 - Operationalizing client medical data through root cause analysis to reduce incidents of aggression and emergency room visits.
- Ensure the quality of services from community providers through timely licensure, certification, and complaint investigation procedures.
- Improve interdisciplinary collaboration between behavioral health and intellectual and developmental disability professionals within DMH and the community by:
 - Increasing awareness and utilization of the Missouri Alliance for Dual Diagnosis (MoADD) app; and
 - Establishing common expectations for treatment and services for individuals diagnosed with both mental illness and intellectual and developmental disabilities.

Strategic Direction: Operational Excellence

Creating systems of operational excellence is essential for a culture of continuous improvement. DMH will promote a culture of excellence through efforts to:

- Improve internal and external communication channels by adopting new methods to communicate and designing specific feedback loops by:
 - Creating messages to communicate department priorities and share progress tracking reports to all staff and the public; and
 - Focusing on implementing new methods of communication allowing all staff in all settings access to the same information.
- Incorporate data-driven decision making across all programs and services by:
 - Implementing project management strategies to define, measure and communicate progress across all department programs and facilities; and
 - Operationalize dashboard data to manage programs and maximize outcomes.
- Integrate continuous improvement practices into DMH culture by:
 - Supporting staff development in Change Management Theory and Robust Process Improvement; and
 - Expanding staff skill sets by promoting electronic training with defined training tracts.
- Integrate customer focus and problem solving philosophies within DMH by:
 - Taking steps to purposefully improve employee and consumer engagement and satisfaction; and
 - Working to integrate staff feedback into department change initiatives.

These Strategic Directions are the framework for the department's on-going efforts to advance Missouri's mental health system and better serve Missourians through June 2027. As progress is made, DMH will continue to be responsive to changing needs and environments. For current updates on Department progress, visit <https://dmh.mo.gov/about>.